Air Force Assignment System Commanders' Supplement



Guide Updated: November 2009

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Purpose

This guide is directed at commanders and ADP reviewers as a supplement to the Air Force Assignment System (AFAS) Officers' Guide. It addresses specific responsibilities of commanders, walks through those processes in detail, and discusses basic assignment philosophy under AFAS. The procedures in this guide apply to assignments for all line and non-line officers, Lt Col and below, with the exception of legal officers (JAGs).

"Commander" Defined

Commander engagement at all levels is a linchpin of AFAS. For assignment purposes, the "Commander" is the individual--commander, Air Force Advisor, Director, civilian or sister service equivalent--closest to the officer. Participation at this level is necessary to provide mentorship and to obtain an informed assessment from the "Commander" who knows the officer best. Although not all of these individuals are in designated commander billets, they will perform similar duties as mentors and ADP reviewers. For the purpose of this guide, the term commander will refer to everyone serving in this capacity.

Designating the commander in a wing structure is fairly simple. The preferred choice is the squadron commander, unless the officer works directly for the Wing or Group Commander. Above wing level on staffs and in joint organizations, the path from an officer to his/her ADP reviewer is not as clear. Therefore, organizations are given a degree of flexibility in determining who will sign ADPs.

Assignment Philosophy

Under AFAS, commanders have a responsibility on two counts: to clearly communicate their needs to the officer assignment team (OAT) and to provide timely and strategic assignment counseling to their officers. While this is certainly not an easy task, it should not be a monumental one. Either way, if the Air Force is going to effectively manage its human resources, commander participation is absolutely essential.

ADP Comments

The most visible aspect of the commander's role in AFAS is the endorsement of ADPs. This formal input must be made in a timely manner, especially when it involves officers who have been identified as vulnerable for assignment. The lack of a current ADP does not make an officer ineligible for reassignment; it only reduces the information available to the OAT and Development Teams (DTs).

Assignment recommendations in ADP should be strategic and based on Officer Professional Development (OPD) concerns; they should <u>not</u> be directed at a specific job or a specific location. For example, if a commander supports a subordinate civil engineer becoming an operations officer as their next assignment, then the recommendation should be: "operations officer" vice "operations officer at the 55 CES, Offutt."

Commanders must make honest recommendations regarding where their officers will best serve the Air Force. The Air Force counts on individual commanders to make the tough calls as well as the easy ones. Although officers may not like what they hear (e.g., it's their turn to go remote or they need more experience before they are ready to hold a desired position), it is best to provide that feedback early. Officers appreciate this candor in the long run and OATs can make more accurate assignment matches.

Match Philosophy

Under AFAS, the assignment authority rests with the Officer Assignment Team (OAT). The OAT has insight into the resources available and the overall Air Force requirements, both current and future. This broad view puts them in the best position to match officers to the right assignments. The decision on which vacancies to fill is based upon overall Air Force needs. Once those needs are determined, the OATs match officers to requirements on the basis of OPD recommendations made by the commander and DT vectors. Other assignment issues and officer preferences will be considered to the greatest extent possible. *Note: Some rated procedures may vary due to inventory shortages. For example, once the OAT determines an officer must fill a rated staff position in his/her next assignment, the OAT will allocate these individuals to the MAJCOMs for placement in line with predetermined rated staff entitlement levels.*

Reclama Actions

There is a small window of opportunity where a commander can submit a reclama, ie, add or remove officers to/from the VML. A commander initiates this process based on Mission Needs and/or Extenuating Circumstances. AFPC will not approve reclamas just because an officer wants to move to the summer cycle...there has to be a valid requirement. Commanders can submit reclamas through AMS during the reclama window. If reclamas are not submitted in time, they may not be considered.

The accuracy of the remaining cycle depends on identifying which officers are vulnerable. AFPC cannot accurately forecast requirements if they are uncertain who is on the VML.

Direct-Hires and By-Name Requests

During the development of AFAS, direct-hires and by-name requests (BNRs) were discussed at length. Direct-hire rules did not change under AFAS. The direct hire process is reserved for officers entering a C-prefix squadron commander position. The direct hire must be initiated by the wing commander or equivalent (senior rater) of the gaining organization. The direct hire process does not apply to positions at detachments, flights, centers, or staffs; nor does it apply to rated officers for non-rated billets regardless if the position has a C-prefix. The current support, medical and non-rated ops squadron commander bidding process takes precedence over the direct hire policy. Waivers/curtailments/exceptions must be processed when selected officers do not meet permanent change of station (PCS) eligibility requirements. Air Force assignment policies and procedures will apply throughout this process.

By-name requests will be considered under AFAS, but do not carry the weight of "direct-hire" authority. To maintain the effectiveness of the BNR, the Air Force Deputy Chief of Staff for Personnel (AF/A1) implemented the following rules of engagement for BNRs in December 2001 and was again reiterated in AFPC/DPA memorandum to all MAJCOM/A1s dated 13 Mar 07 that:

- a. Only the **wing CC/equivalent (or above)** may submit a BNR. (For clarification, the wing CC/equivalent is defined as those that have a Senior Rater ID (SRID) assigned to them.)
- b. BNRs will be accepted for **field grade officers and <u>positions</u>**, only.
- c. The BNR should be submitted concurrent with the Assignment Management System (AMS) requisition. (The officer should be identified in the "Qualifications" portion of the requisition.)
- d. Current Air Force time on station policy apply in the BNR process
- e. Developmental Team (DT) vectors of qualified officers will be given priority ahead of unqualified BNRed officers and/or officers with a different DT vector

These requests will be evaluated along with other pertinent factors, to include officers' overseas vulnerability, OPD, qualifications, commanders' recommendations, officer preferences, other potential candidates, and other requirements. The OAT will normally post the position on the Personnel Requirements Display (PRD) and consider other candidates as well. However, in those instances when selection of the requested officer is clearly in the best interest of the Air Force, the OAT may select the officer for the assignment without giving the requisition visibility. The key point to remember that these are only requests and OATs may be unable to honor them due to AF needs and the other pertinent factors listed above.

Using the Assignment Management System

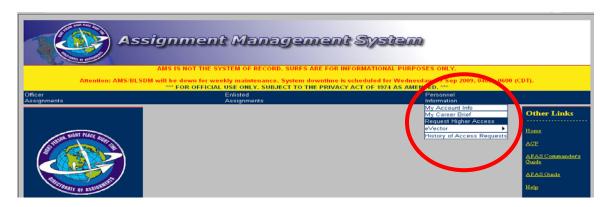
AFAS utilizes the capabilities of the Internet more than any previous assignment system. AFPC has a well-established home page at http://ask.afpc.randolph.af.mil. From that home page, officers can select "Secure Apps" and then input your PIN. From AFPC Secure, you have the options of choosing from various available applications. The two applications that we will discuss are the ADP and AMS; as these are the tools used in assignment processing. All commanders must have personal accounts in the AMS with higher access as appropriate.

It is to be assumed that as a commander you already have access to AFPC Secure and AMS. If you do not, see appendix A, Creating an AFPC Secure Account. By default, all active duty Air Force personnel and Air Force civilians have accounts on AMS. Let's now start by going over your roles in AMS.

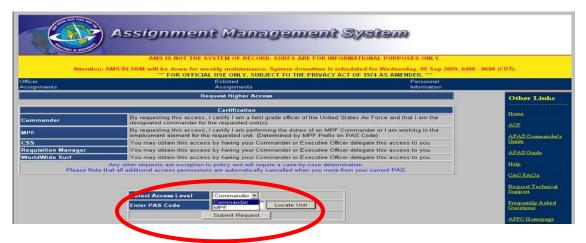
Requesting Higher Access Levels (i.e., Commander Access)

To receive a higher level of access, log in to AMS through AFPC secure.

Mouse over the Personnel Information Menu and select "Request Higher Access".



On the bottom of the next screen, there is a dropdown box, with *Commander* in the box. When the down arrow is clicked one time, another option is shown as well, *MPF*. **Please read the Certification statements in AMS before requesting a higher level of access**. For instance, to receive Commander access, an officer must be a field grade officer filling a C-prefix commander's billet, or have Group or Wing Commander duty title. Select the appropriate access level, then click once on *Submit Request*.



Delegating AMS Access

Commanders at all levels may delegate their access to appropriate individuals, such as administrative support personnel, deputy commanders or executive officers. Before authority can be delegated, the target individual must have an AMS Web account and must be assigned to the Commander's Personnel Accounting Symbol (PAS) code and have been granted delegation authority. To delegate, commanders should follow these steps:

- Log in to AMS Web under the **Commander** profile. If you do not see this option, you currently do not have Commander access in AMS. Please contact the Personnel Systems Operations Control Center (PSOCC) at DSN 665-5004 or commercial (210) 565-5004 or by sending an email to amshelp@randolph.af.mil.
- Under the Personnel Information Menu, click on **Delegate Unit Access**.
- Under the Select Delegated Action section, make sure the drop down box says add, and then click the Add button
- Enter the Social Security Number (SSAN) or the person's name (formatted as Last First) that is to receive higher access. For example, Lt Col John A. Doe would be entered as Doe John A (no punctuation). Click the Search button. If the system responds with Person not on file, contact the PSOCC at the above number for assistance.
- Under Delegate Access To Individual, check the radio button of the person under the
 Select column, select from the Available Profile drop down menu the access level you
 wish to delegate (breakdown of the access role is below), enter the duration of the
 access (the maximum is 1095 days), check the Allow Delegation radio button (Yes or
 No), highlight the pascode from the Available Pascodes Listings box, click the
 Delegate Access button.
- If successful, you will see a blue message stating "<Profile Type> profile access to PASCODE <pascodes you selected from list> has been granted to <Name of the person you have just given access to>". This individual will now be able to use the higher access under their own AMS account next time he/she logs into AMS. (Note: This does not take away access from the commander who delegated access)

Access Levels:

- Commander This access allows a user to view manning information, work on requistions, and view SURF (Single Unit Retrieval Format) information for Air Force-wide O-5 personnel and below.
- Requisition Manager This access is the same as Commander access minus the delegation authority.
- Worldwide SURF This access allows a user to view SURFs for Air Force-wide personnel in the grades of O-5 and below.
- Commander Staff This access allows a user to views SURFs within assigned pascode(s).

Note: If you have specific questions concerning your AMS account, please send an email to amshelp@randolph.af.mil.

Requisition Management in AMS

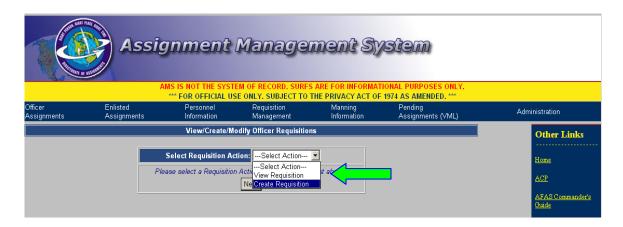
Under AFAS, anyone with *Commander or Requisition Manager* access can create an electronic requisition. Ideally, the assignment process begins with a request from a unit commander to assign an officer to fill a valid manpower requirement. Commanders should identify their requirements as early as possible consistent with established assignment timelines. Requests can be submitted for entitled backfills as officers are designated as vulnerable for reassignment. The request is then sent to the appropriate AFPC OAT for final validation and visibility on the PRD. The requisition should also communicate any specific qualifications officers need to perform in that duty. OATs will use these parameters to find the officer who can best serve in that position. Commanders should not wait until an assigned officer, who is vulnerable for reassignment, is selected to move to initiate a backfill. Undue delay may result in the position becoming temporarily vacant.

To Create a Requisition

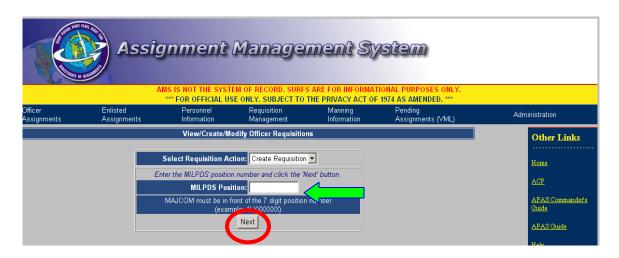
- Mouse over the Requisition *Management* from the AMS main menu.
- Click on View/Create/Modify Officer Requisition.



• Select **Create Requision** from the drop down.

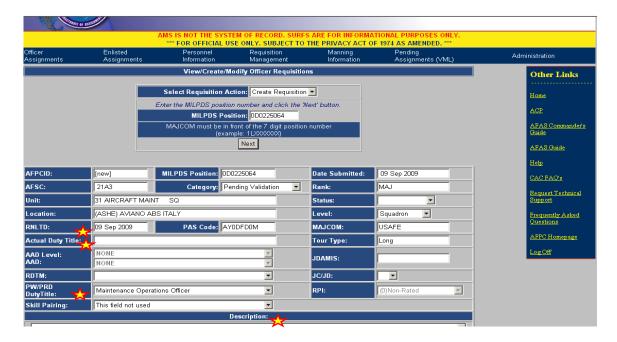


- Input MilPDS Position Number into Position field (9 positions total-MAJCOM identifier must be in front of the 7 digit position number (example: 1LXXXXXXX)).
- Click Next.



- If invalid position number, you will get the message: "ERROR: Position Number Not found!"
- If the position number is valid, fields will be populated with most current position data (from AF Manpower files).
- Actual Duty Title, PW/PRD Duty Title, RNLTD, Description of the Position, Mandatory Qualifications, as well as the Commander's SSAN are MANDATORY items that need to be input by requester. The RNLTD should be input in the following format: dd mmm yy (i.e., 15 Aug 10).

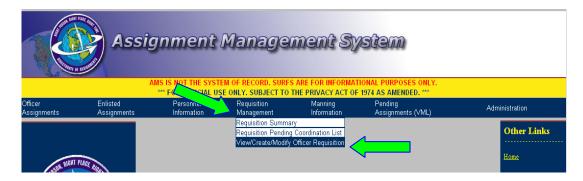
NOTE: Some fields are tied directly to the manpower file and <u>can't</u> be edited, i.e., AFSC, RANK, etc.



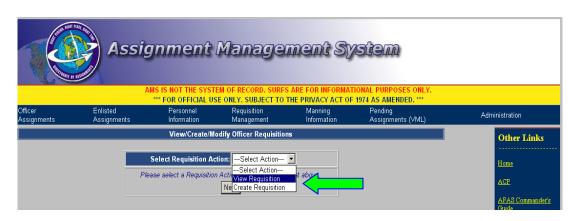
- Once completed, click on Save Changes.
- At this point, an AFPC ID Number will be assigned.

To Review a Requisition

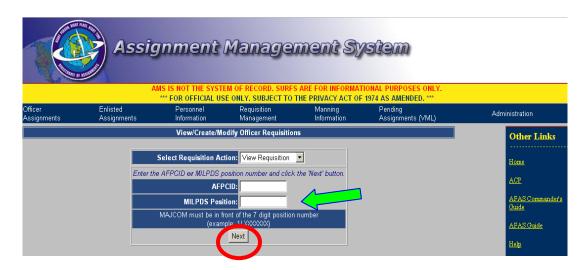
- Select *Requisition Management* from the AMS Main Menu.
- Click on View/Create/Modify Officer Requisition.



• Click on View Req.



- Input Position Number into Position field (9 digits) or AFPC ID Number.
- Click Next.



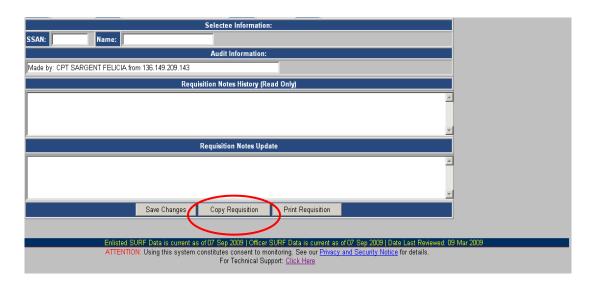
- The requisition will come up with all of the data that you previously saved.
- If you need to make changes, do so and then click on Save Changes.

Create a New Requisition from Old Requisition

**Note: it is recommended to use this method of creating a requisition for a position that already exsists and has been filled in the past. When you copy a requisition, all of the data is transferred to the new requisition, including the Description of the Position and Mandatory Qualifications. When you create a new requisition, the comments do not transfer. This way, you can "edit" the comments if needed, instead of creating everything from scratch.

Open existing requisition using the above instructions.

- Scroll down to the very bottom of the requisition
- *Click on Copy Requsition*. Copy Req will reproduce the same requisition and include the Actual Duty Title, Description of the Position, and Mandatory Oualifications.



- Ensure all information is correct. (Update RNLTD, etc)
- Once completed, click on *Save Changes*.
- At this point, an AFPC ID Number will be assigned.

Reminder: For a requisition to be visible on the Personnel Requirements Display it must meet the following criteria:

- OAT must put the requirement in *Visible* status.
- Requisition must have an RNLTD within the window for the cycle currently being posted.

Requisition must be validated by the OAT not later than the last day of the requirements determination phase. See the Assignment Timelines on the following page for applicable dates. Note: If changes have been made to the requisition after it has "gone live" on the PRD, the changes will not be visible to the field.

Web-Based VML

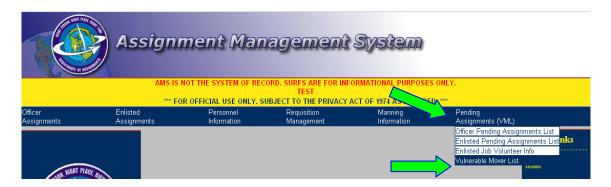
Many actions can determine an officer's availability for an assignment. The most common are: expiring DEROS, completion of a controlled tour, graduation from PME, time-on-station, and overseas vulnerability. To assist commanders in identifying who's "hot" for an assignment, AFPC provides a list of vulnerable movers to units. They will do this via the Web-Based Vulnerable Mover List (VML). The VML will be made visible in conjunction with the Requirements Determination phase of each assignment cycle. Commanders and Requisition Managers have visibility to the web-based VML. (Note: MPFs have "read-only" access to the VML.)

The web-based VML allows users to view a listing of their vulnerable officers, view the officers' SURF, submit reclamas, and submit requisitions, all in one, web-based tool.

Accessing Your Unit's VML

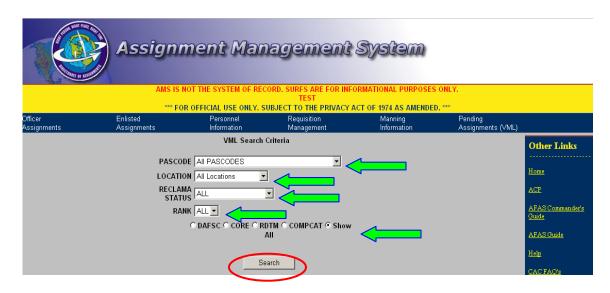
To access your unit's VML, log in to the Assignment Management System (AMS) web using your commander profile.

- Mouse over *Pending Assignments VML* from the AMS main menu.
- Click on *Vulnerable Mover List*.



Next, you'll see a "VML Search Criteria" screen. The new web-based VML allows you to sort your VML by PAS code, location, reclama status, rank, DAFSC, core AFSC (non-rated officers); RDTM (rated officers); and competitive category or COMPCAT (chaplains or medical officers). It's important to note that your VML is tailored to include only the officers assigned to the PAS code(s) in your AMS profile(s).

- To view all officers on your unit's VML, simply select All PASCODES, All Locations, All for the reclama status, All Ranks, and finally, Show All for the AFSCs.
- Click Search.



The next step is to review the VML. If you choose, you have the options of either creating a *Printable Version* or *Exporting to Excel*.



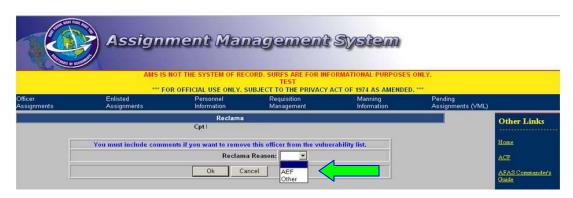
• By clicking on SSAN, you can review the vulnerable officer's one-page SURF.

Submitting Reclamas via the Web-based VML

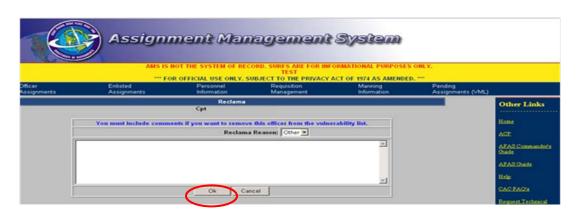
If there are issues surrounding an officer's projected vulnerability for reassignment, and the commander feels that the officer's departure should be delayed to accommodate those issues (based on mission needs or extenuating circumstances), the commander should submit a reclama. This is easily done with the web-based VML.

• Under the "*Reclama*" column, click the icon for the officer you want to reclama. You will automatically be redirected to a screen where you be asked to choose the reclama reason, **AEF** or **Other**.

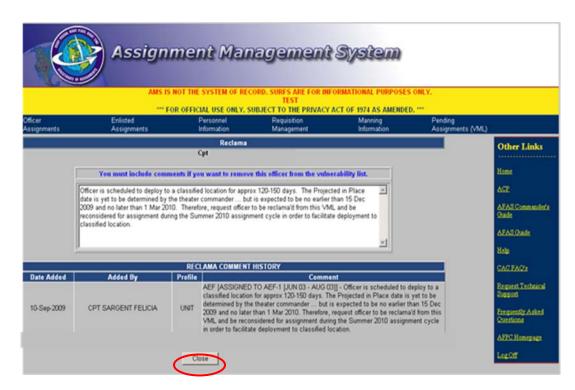
Note: if AEF is selected as the reclama reason, you need to select which AEF bucket the officer is in.



- Once you make your selection, you will automatically be directed to text box where you must input comments. Comments should justify the reclama completely and are required.
- Click on "Ok" when done



- The screen will appear to "refresh" and will show a reclama history as to who submitted the reclama, when it was submitted and the comments that will be seen by the OAT.
- Click "Close".



• When returning to the VML, select the "*Update List*" button. This will update the "Reclama Status" column to "**Pending**" when a reclama is submitted by the unit. This will be indicated with a "?".



Note: When returning to the VML, recommend you create a requisition even though you submitted a reclama. This is to ensure that, if your reclama is disapproved, you

will still receive a timely backfill. AFPC can cancel your requisition if they approve the reclama.

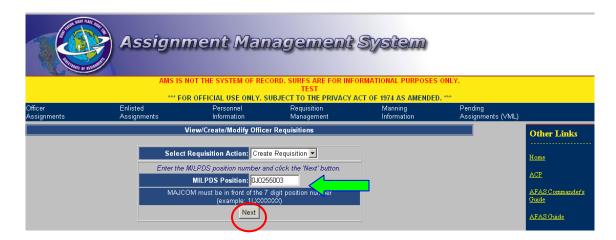
Creating Requisitions via the Web-based VML

If there are no issues surrounding the officer's vulnerability, you may submit a backfill requisition for that officer. There are two ways to go about creating a requistion. The first we discussed previously in the sections above, the second is directly from the VML.

• Select "Create Requisition" for the officer you wish to backfill.



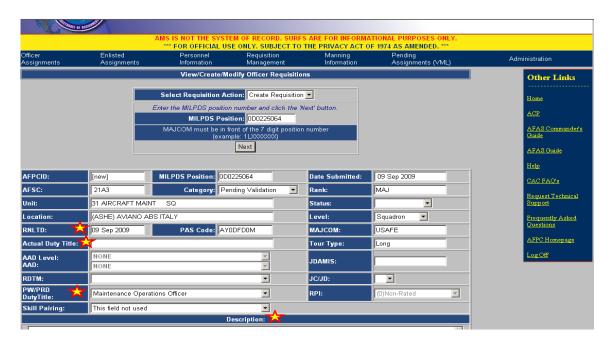
- This will open another screen and redirect you to "AMS Requisition Management"
- AMS will automatically fill in the position number associated with the vulnerable officer
- Click "Next".



- Essentially, you follow that same steps as you were creating a new requisition
- Actual Duty Title, PW/PRD Duty Title, RNLTD, Description of the Position, Mandatory Qualifications, as well as the Commander's SSAN are MANDATORY

items that need to be input by requester. The RNLTD should be input in the following format: dd mmm yy (i.e., 15 Aug 10).

NOTE: Some fields are tied directly to the manpower file and <u>can't</u> be edited, i.e., AFSC, RANK, etc.



- Once completed, click on Save Changes.
- At this point, an AFPC ID Number will be assigned.

Note: If any of the required fields in the requisition are not completed, an error message will result. Requisitions must be complete before the system will allow the requisition to be visible on AMS. Requisitions will be coordinated as normal.

Accessing ADP

ADP can be accessed through the Air Force Portal or through the AFPC Website using the CAC. From the Portal, click on 'Airmen Development Plan' under 'Featured Links,' which will take you to your ADP Dashboard. You can also click on 'Air Force Personnel Center' under 'Quick Links,' and then click on the 'Secure Apps' Tab (at the top), then click 'ok' and enter your CAC PIN. From there, click on the 'ADP' button and begin. (NOTE: Any AF officer, AF civilian, non-AF civilian, or sister-service officer that does not have a Secure Apps account can create an account on-line using their CAC.

To access ADP tutorials for commanders, hold Ctrl key down while clicking on this link: http://ask.afpc.randolph.af.mil/main_content.asp?prods3=2859&p_faqid=8987

For any technical assistance with ADP, contact the Total Force Service Center at DSN 665-5000, COMM (210) 565-5000, or Toll Free 1-800-525-0102.

Coordinating on the ADP

A key portion of the ADP is for commanders to make assignment recommendations to the OAT. Ideally, the officer and commander will agree on an appropriate assignment objective for the officer, but the commander's comments and recommendations are their prerogative and do not have to match those of the officer. Commanders should tailor recommendations to address not only the officer's next assignment, but long-range, professional development goals as well. These comments should consider the officer's current stage of professional development, career goals, professional and personal needs, and the needs of the Air Force. Commanders should include an accurate assessment of the officer's qualifications and overall suitability to perform the duties the officer prefers, or the duties recommended.

Commanders should communicate with their officers regarding professional development, preferences, and assignment options before completing the comments section of the ADP.

ADP Submittal Process

The development plan should be routed through the member's chain of command and is typically forwarded to AFPC by the Squadron Commander (or equivalent). However, ADP will permit officers to submit their development plan to anyone. (NOTE: This is primarily used for mentoring purposes--e.g. you were the only field grade officer on your base in the weather career field, you may send your development plan to a senior officer in your career field at a different unit for feedback and mentoring.) Additionally, development plans with the 'command/leadership' or 'developmental education' portions must be forwarded to AFPC by a Senior Rater.

Notifying Officers of Assignments

When assignment selections have been accomplished, OATs have the option to initially notify commanders and their respective MAJCOM assignment staffs, via email, of the assignments involving their officers, as "heads up." The timing of this email notification will vary depending on the number of assignments being matched during each cycle. Most assignments will be matched during the first two months of each assignment cycle with email notification following shortly thereafter. This email notification should not be confused with the official assignment notification (with assignment instructions) which flows via PC-III or message to the commanders' support staffs. Timely "official" notification of officers selected for reassignment is critical. The objective is to provide the maximum lead-time possible for officers to prepare for their next assignment; to avoid temporary vacancies in a gaining unit should the assignment need to be cancelled for any reason (i.e., 7-day option, humanitarian/EFMP, hardship); and to avoid unnecessary short-notice assignment selections for officers and their families

Note: Not having a ADP on file will not prevent reassignment. If there is not a current ADP, the commander should counsel their officer to complete a ADP as soon as possible, but NLT the last day of the Personnel Requirements Display (PRD) visibility window for their cycle. This will ensure the Officer Assignment Teams have a current ADP at the beginning of the assignment match sessions. Tentative ADP suspense dates are: Fall Cycle: NLT 11 May; Spring Cycle: NLT 8 Sep; and Summer Cycle: NLT 5 Jan.

Commanders' AFAS Tools

<u>eVector</u>

With eVector, the AF's new mentoring tool, individuals can access a myriad of information on themselves, and also easily grant permission to others they consider mentors, even if they are at another base. **Permission is automatically given to the officer's unit commander**. Other access must originate from the member--this allows the individual to control who has access to their information. eVector was an effort to capitalize on information already available in AMS and the AFPC home page, and consolidate links to other important career-related web sites. For more information, see the "AMS Demos" link on the AFAS Home Page.

Officer Pending Assignments List

What it is: This is a display of pending inbound and outbound assignments for a unit. This screen will display two lists: *Inbound Assignments Summary* and *Outbound Assignments Summary*. Each list contains the following information: Current Position, Projected Position, SSAN, Name, and RNLTD. The position number links to a standard manpower position screen and the SSAN links to an officer's personal information.

How to Get There: Select *Pending Assignments* on the AMS Web main menu; then Select *Officer Pending Assignments List*.

Officer Requisition Summary

What it is: This allows a commander or MAJCOM to monitor the status of all requisitions for their organization. It contains the following information: AFPC ID and Date Submitted, Position (JC/JD - Joint Critical/Joint Duty), AFSC, Duty Title, Rank, Category/Status, RNLTD. The AFPC ID links to the requisition.

<u>How to Get There:</u> Select *Requisition Management* from the main menu; then select *Requisition Summary*.

Officer Pending Coordination List

What it is: This screen displays those requisitions that are still in the coordination process at any level.

How to Get There: Select Requisition Management from the main menu; then select Pending Coordination List.

OAT Homepages

<u>What They Are:</u> Every officer assignment team has a home page on the worldwide web. These homepages include current team members and information pertaining to career field dynamics. These pages are intended to assist commanders as they prepare for assignment counseling sessions and review ADPs submitted by their assigned officers.

<u>How to Get There:</u> Members can access OAT homepages from the AFAS homepage at the following address: http://ask.afpc.randolph.af.mil/SiteMaps/OfficerAssignments.asp

Additionally, Officers can access their assignment team directly through AMS by clicking the "Officer Assignments" button from the Main Menu. On the next screen click the "Assignment Team Information" button.

Appendix A: 3-Cycle Timeline

Due to the planning involved in the assignment process, some short-notice, direct hire, and special duty assignments may be worked outside the established assignment timelines.

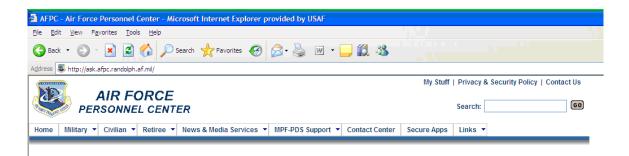
CYCLE	INITIAL VML	FIELD RECLAMA VML	FINALVML POSTED/ LAST DAY TO SUBMIT REQS	PRD VISIBILITY WINDOW	ADP DUE DATES	AFPC MATCHES ASGMTS	RNLTD
SPRING	19 JUL	19 JUL - 2 AUG	5 AUG	9 AUG - 22 SEP	8 SEP	SEP - OCT	FEB - MAY
SUMMER	10 NOV	10 - 23 NOV	26 NOV	3 DEC - 15 JAN	5 JAN	JAN - MAR	JUN - SEP
FALL	24 MAR	24 MAR - 6 APR	8 APR	13 APR - 27 MAY	11 MAY	MAY - JUL	OCT - JAN

These are tentative dates; official dates will be announced prior to each assignment cycle to account for holidays and/or weekends.

Appendix B: Creating an AFPC Secure Account

AFPC Secure:

You must have an account on AFPC Secure in order to access AMS.



There are two ways to create an account on AFPC Secure:

1. With CAC:

Insert your CAC into your CAC reader and go to https://w20.afpc.randolph.af.mil/AFPCSecureNet20. Click "OK" on the DoD Notice and Consent Banner. AFPC Secure will prompt you to select a digital certificate. Click "OK" and then enter your pin number when prompted. You will be presented with a form to verify information stored on your CAC. Fill out the form with your duty phone number and verify your email address. Once the form is submitted and validated, an account will be created and you will be sent a confirmation email.

2. Without CAC:

For AFPC Secure login issues or access assistance, please contact the AFPC Personnel Systems Operational Control Center at DSN: 665-5004, Commercial 210-565-5004 or 1-800-616-3775 or e-mail: amshelp@randolph.af.mil.

Important Note: AMS will require the use of a CAC for higher level access.

Appendix C: Points of Contact

If you have any questions concerning the assignment process, please contact your AFPC assignment team or the Total Force Service Center at DSN 665-5000, COMM (210) 565-5000, or Toll Free 1-800-525-0102.

For technical assistance, please contact the Personnel Systems Operations Control Center (PSOCC) by calling DSN 665-5004 or commercial (210) 565-5004 or by sending an email to: AMSHelp@randolph.af.mil.

AFPC assignment team information can be found at the following link: http://ask.afpc.randolph.af.mil/SiteMaps/OfficerAssignments.asp